OFFICE OF THE
INFORMATION & PRIVACY
COMMISSIONER
for
British Columbia

SERVICE PLAN
2003-2006

Submitted to the Legislative Assembly of British Columbia

March 31, 2003

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OFFICE OF THE
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COMMISSIONER'S STATEMENT

This is the second service plan for the Office of the Information and Privacy Commissioner ("OIPC"). It updates the plan submitted last year for 2002-2005. I regard the OIPC's service plans as key to enhancing our accountability for the discharge of our statutory duties and expenditure of taxpayer dollars.

The OIPC's statutory mandate is broad. We are charged with responsibility for overseeing and enforcing the *Freedom of Information and Protection of Privacy Act*, which covers some 2,000 public bodies at all levels. Our mandate includes mediating appeals from public body decisions to refuse access to information, investigating and mediating individuals' complaints that their privacy has been violated by a public body, and holding formal appeal hearings when alternative dispute mechanisms cannot resolve a case. The OIPC also has a legislative mandate to, among other things, educate the public about access and privacy rights, comment on the access and privacy implications of proposed legislation, policies and programs and engage in research into anything that affects the achievement of the purposes of the Act.

My submission to the Select Standing Committee on Finance and Government Services ("Standing Committee") in November 2001 forecast that, if the Standing Committee recommended proceeding with a second 10% budget cut, the OIPC's ability to discharge its statutory mandate would be significantly compromised. As I told the Standing Committee when I last appeared in October 2002, our budget for the 2003-2004 fiscal year implements the 20% cut to date. Consistent with what I told the Standing Committee, this revised service plan reflects the reality that the OIPC will not, due to the cuts, be able to fully implement our entire statutory mandate despite the meaningful, pro-active steps we have taken to focus our diminishing resources on service delivery. Accordingly, this service plan reflects reduced service delivery goals necessitated by the 20% cut to the OIPC's funding.

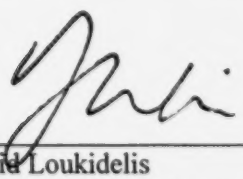
As I noted in my budget submission last autumn, the OIPC's budget is extremely low compared to information and privacy commissioners across Canada who have mandates and functions very similar to ours, even though the OIPC's workload meets or exceeds theirs in most cases. For example, both the Alberta and Ontario commissioners' offices have in the past undergone budget restraint and neither of them can be described as lavishly funded at this time. The OIPC had six times the caseload of the Alberta commissioner's office in fiscal year 2000-2001, yet only 83% of its budget. The 20% cut that becomes effective tomorrow leaves the OIPC with only 69% the Alberta budget. When one compares the OIPC's workload to that of the Ontario commissioner's office,

the impact of the cut to our budget is starkly demonstrated. Although the OIPC had a slightly larger caseload than Ontario in 2000, it had only 32% of Ontario's budget in those offices' two closest fiscal years. Tomorrow this will shrink to 26% of the Ontario budget. Preliminary figures for fiscal 2002-2003 indicate that our workload increased over the last year, while the number of cases we closed is down due to lower staffing levels.

I am concerned that the OIPC does not have the resources that are essential to ensure that we can fully implement our mandate. For example, we do not have professional staff to research emerging privacy and access issues with a view to ensuring that public bodies comply with their legislated obligations and implement best practices in access and privacy. Nor do we have staff to perform the vital tasks of communication and public education. My professional staff of mediators and investigators, moreover, operate without the benefit of any support staff. Such limited policy work and research as we manage to accomplish is essentially done off the sides of people's desks. Especially in light of our increased workloads, my staff carry ever-larger caseloads. The OIPC's statutory responsibilities have also increased in the last year through the addition of a number of new public bodies, which are likely to generate work that public bodies that ceased to exist last year never yielded due to their inactivity.

During my last appearance before the Standing Committee, I told members that I would deliver a budget that meets the second 10% cut to our budget that the Standing Committee had recommended for 2003-2004. As I indicated previously to the Standing Committee, while the cumulative 20% cut will not irrevocably harm the OIPC's ability to discharge its statutory mandate, it will significantly compromise our ability to function effectively in delivering services to the public. As I told the Standing Committee last fall, my budget proposal for 2004-2005 will explain to the Standing Committee why it should recommend no further budget cuts for the OIPC, for fiscal 2004-2005 or beyond.

March 31, 2003
Victoria, British Columbia



David Loukidelis
Information and Privacy Commissioner
for British Columbia

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OFFICE OF THE INFORMATION AND PRIVACY COMMISSIONER FOR BRITISH COLUMBIA

SERVICE PLAN 2003-2006

1.0 OUR VISION

An open and accountable government in British Columbia that values and respects the privacy of its citizens.

2.0 OUR MISSION

To make government more open and accountable by ensuring that citizens receive access to information to which they are entitled and by preventing the unauthorized collection, use or disclosure of personal information by public bodies (employing alternative dispute resolution methods whenever possible) and providing support, advice, training and education to both citizens and public bodies about access to information and privacy issues.

3.0 OUR VALUES

- We believe access to information is a democratic right that is indispensable for public body openness and accountability.
- We believe that privacy is a basic human right that protects individual autonomy and dignity, which are necessary for a healthy democratic society.
- We treat individuals and public bodies with respect and fairness.
- We believe the knowledge, skills, abilities and support of our staff are key to our success.

4.0 OVERVIEW OF THE OFFICE

The Office of the Information and Privacy Commissioner ("OIPC") is under the direction of the Information and Privacy Commissioner, who is an officer of the Legislature. The OIPC operates under the *Freedom of Information and Protection of Privacy Act* ("Act"), which creates a right of access to records of the approximately 2,000 public bodies covered by the Act. The Act also creates for individuals a right to the protection of their personal information. This right imposes certain rules on public bodies concerning their collection, use and disclosure of individuals' personal information. The Act covers provincial government ministries and agencies, Crown corporations, local governments,

school boards, advanced education bodies, health care bodies, self-governing professions and occupations and many other publicly-funded or publicly-directed organizations.

The OIPC provides services directly to the public, as the Act requires it to do. Under the Act, anyone who has sought access to records from a public body and who is dissatisfied with the public body's decision can appeal the public body's decision, act or failure to act to the OIPC. If the appeal cannot be settled through mediation by OIPC staff, the Commissioner will hold a formal inquiry to decide the matter. The Commissioner may uphold the public body's decision, order the public body to disclose information, order the public body to reconsider its decision or make another decision such as waive a fee. An application can be made to the British Columbia Supreme Court for judicial review of a Commissioner's decision.

In addition, anyone who believes a public body has broken one of the Act's privacy rules can complain to the OIPC, which will investigate the complaint. If necessary, the Commissioner can order the public body to change its information practices. To date, however, the Commissioner has never made such an order, preferring instead to make recommendations to public bodies for changes to their information management practices. Compliance with such recommendations has been excellent.

The OIPC cannot control the public's demand for services under the Act. The Act gives the public a right to appeal or complain to the OIPC, as an independent body that exists to ensure accountability.

Further information about the OIPC, such as Commissioner's orders, annual reports, and OIPC policies and procedures is on the OIPC web site at: www.oipc.bc.ca.

5.0 ENVIRONMENTAL SCAN

The access to information and privacy landscapes are always evolving. Of the various changes and developments that confront the OIPC, the following are the most significant.

5.1 Public-Private Partnerships, Privacy and Accountability

As the government continues with its plans to restructure the delivery of services, it appears that more and more undertakings are likely to be contracted to the private sector or delivered through public-private partnerships. This trend can present various issues surrounding access to information and privacy.

One is whether transfer of government services to the private sector will mean a loss of accountability through access to information respecting private sector delivery of public services. Another issue is whether private delivery of public services will lead to diminished privacy rights for those receiving outsourced services.

The nature and effect of changes to service delivery models cannot be predicted. What is important from the OIPC's perspective, however, is that the fundamental access and privacy rights conferred under the Act are preserved regardless of when and how such

transitions occur and regardless of how public services are delivered. On the privacy side, the government has made a commitment to ensure that the privacy rights of citizens are not compromised through the contracting out or privatizing of service delivery. This is commendable, but the OIPC's role in monitoring this commitment and making sure it is carried out at the service delivery level may well prove difficult as our resources shrink while more and more services are contracted and further subcontracted.

5.2 Increased Surveillance of Citizens

Technologies aimed at preventing crime and enhancing security can pose serious threats to privacy. Video surveillance, identity cards, data-matching programs and the compelled creation of personal information databanks solely for surveillance purposes present alarming challenges to the privacy and civil liberties of citizens of British Columbia.

The installation and use of video cameras to monitor public spaces as a standard law enforcement technique must continue to be seriously questioned and avoided unless shown to be absolutely necessary in a specific situation involving serious crime problems. There are qualitative differences between being observed casually and being systematically observed by police, regardless of what one is doing. Absent proof that video surveillance is a cost-effective and useful tool in combating crime in specific cases, therefore, its use should be avoided. Signs are, however, that law enforcement groups continue to look at adopting video surveillance and the OIPC will have to continue to monitor trends in British Columbia.

There appears to be a growing appetite on the part of governments for creation of personal information databanks solely for surveillance purposes. The Canada Customs and Revenue Agency ("CCRA") database containing air passenger data is one example. The CCRA database contains personal information (retained for six years) of every airline passenger and is to be made available to police and other government agencies (including foreign governments) for a wide variety of purposes, without warrant. Anti-terrorist uses or secondary customs or immgration entry screening uses of the data may not be objectionable, but the open-ended nature of the database's uses and the lack of meaningful controls on the use of data are unacceptable. The OIPC will continue to monitor such initiatives.

Another example is the City of Surrey, which at the time of writing has given three readings to a bylaw requiring pharmacists to create registers of methadone patients and to make their personal information available on demand to law enforcement officers. This bylaw would force businesses to create law enforcement data on customers and turn it over, without a showing of reasonable cause, on demand by a police officer. This would be of great concern because of the sensitive nature of the health information involved and because of the open-ended nature of the possible uses and disclosures of this information. There are also worrisome signs that other British Columbia local governments have enacted bylaws that require personal information of customers to be kept and turned over to law enforcement officials without cause. The OIPC has recently initiated an investigation into such bylaws generally, with a view to making recommendations on personal privacy protection.

Debate was recently resurrected about a possible national identity card, likely carrying a unique identifier that could be used to record transaction information, give access to disparate data, link data and track individuals. No case has yet been made that national identity cards would be effective in combating crime or terrorism and an identity card that must be produced on demand (whether by law or practically speaking) would strike at the heart of our right to generally choose when to identify ourselves to others, a right that should not be compromised unless a clear and compelling state interest in doing so has been demonstrated. Improvements in the security and authenticity of existing forms of identification – such as birth certificates, driver's licences and passports – would be more cost-effective and at least as beneficial. The OIPC will continue to participate in this important debate.

5.3 Privacy Implications of Electronic Information Systems

While information technology promises great improvements in service quality, and significant cost-savings to governments, it can easily pose serious threats to the privacy of personal information. Electronic systems permit the rapid sorting, linking and collating of personal information and the speedy and widespread transmission of that same information to all parties requiring access. Electronic information collections also concentrate data about individuals that formerly would have been dispersed in various paper files. While offering benefits, such concentrations also increase the risks to privacy through inadvertent or willful misuse of personal health information. The increase in numbers of new electronic health information systems has resulted in increased demands for the OIPC to comment on these initiatives and ongoing electronic health record initiatives will continue to require the OIPC to comment. The OIPC considers the review of these initiatives to be of the highest importance in applying and enforcing its mandate to protect the privacy rights of British Columbians.

5.4 Private Sector Privacy

The federal *Personal Information Protection and Electronic Documents Act* ("PIPEDA") addresses the privacy practices of the federally-regulated private sector. At present, PIPEDA only covers commercial transactions involving personal information collected, used or disclosed by federally-regulated entities (*e.g.*, banks, airlines and telecommunications companies). PIPEDA will extend to the provincially-regulated private sector on January 1, 2004 unless a substantially similar provincial Act is passed before then. The provincial government has commendably affirmed its intention to, consistent with the unanimous recommendation of an all-party committee of the Legislative Assembly in 2001, enact a provincial private sector privacy law. If that legislation gives the OIPC the necessary oversight role, that role will have an influence on the mission of, and resources required by, the OIPC during the currency of this plan.

For example, the OIPC will need to develop tools and materials for the private sector to help businesses prepare for the implementation of new private sector privacy law. The OIPC will also have to prepare itself to take on a new segment of appeals, since even the best legislation and the most cooperative stakeholders will ultimately find points of disagreement that can only be settled by an independent adjudicator.

Private sector privacy legislation in British Columbia is an important step forward in the promotion and protection of citizen and consumer privacy rights – a step that is consistent with international trends – but it will require planning, as well as new resources and services to meet the operational demands of the new legislation.

5.5 Activities Under the *Lobbyists Registration Act*

The *Lobbyists Registration Act* came into effect on October 28, 2002, with the Commissioner designated as the Registrar of Lobbyists. The OIPC willingly took on this role, with modest added funding, at a time when it was also coping with significant budget cuts and the loss of valued professional and support staff.

Despite these difficulties, the OIPC has launched the new registry electronically in co-operation with the Ministry of Attorney General and resolved some of the initial web-related growing pains. One OIPC staff member has the duty of managing the registry database on a daily basis along with her OIPC duties.

6.0 OIPC's GOALS

The OIPC's goals are as follows:

Goal 1:
Open and accountable public sector in which citizens obtain timely access to information to which they are entitled under the Act.

Goal 2:
Respect for and protection of privacy.

Goal 3:
To promote public awareness of access and privacy rights.

Goal 4:
To support public bodies in meeting their access and privacy obligations under the FOIPP Act.

Goal 5:
Open, accountable, efficient and effective OIPC operations.

7.0 GOALS, OBJECTIVES, STRATEGIES, TARGETS, AND PERFORMANCE MEASURES

The following table sets out the above five goals and their related objectives, strategies and targeted performance measures. The targets are stable year-over-year during the currency of this plan in recognition of the fact that the OIPC's finances require us to focus on appeal and complaint functions first.

Service Plan 2003-06

Table of Goals, Objectives, Strategies, and Performance Measures

Goals	Objectives	Strategies	Performance Measures		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
1. Open and accountable public sector in which citizens obtain timely access to information to which they are entitled under the FOIPP Act.	• Deliver fair, effective, cost-efficient, and timely independent review of public body decisions concerning access to information.	• Where appropriate, the OIPC will give public bodies an opportunity to resolve access complaints about adequate searches first before the OIPC intervenes. • Wherever possible, the OIPC will employ alternative dispute resolution techniques to resolve appeals in a timely and cost-effective manner. • Where necessary, the OIPC will adjudicate unresolved access appeals through a formal inquiry process that complies with the legal requirements of administrative fairness and due process.	• Proportion of requests for review settled without inquiry: 85% • Proportion of access appeals settled within timelines set by policy: 95% • Proportion of orders written within 60 days: 95%	• Proportion of requests for review settled without inquiry: 85% • Proportion of access appeals settled within timelines set by policy: 95% • Proportion of orders written within 60 days: 95%	• Proportion of requests for review settled without inquiry: 85% • Proportion of access appeals settled within timelines set by policy: 95% • Proportion of orders written within 60 days: 95%

Goals	Objectives	Strategies	Performance Measures		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
2. Respect for and protection of privacy	• Deliver fair, effective, cost-efficient and timely independent investigation of privacy complaints filed against public bodies	• Where appropriate, give public bodies an opportunity to resolve privacy complaints first before the OIPC intervenes. • Wherever possible, the OIPC will employ alternative dispute resolution techniques to resolve privacy complaints in a timely and cost-effective manner. • Where necessary, the OIPC will investigate and resolve privacy complaints according to the legal requirements of administrative fairness and due process.	• Proportion of privacy complaints resolved by the initial investigation of the public body: 75% • Public body implementation of recommendations made by the OIPC regarding privacy complaints: 90% • Proportion of privacy complaints investigated and resolved by the OIPC within 120 days: 95%	• Proportion of privacy complaints resolved by the initial investigation of the public body: 75% • Public body implementation of recommendation s made by the OIPC regarding privacy complaints: 90% • Proportion of privacy complaints investigated and resolved by the OIPC within 120 days: 95%	• Proportion of privacy complaints resolved by the initial investigation of the public body: 75% • Public body implementation of recommendatio ns made by the OIPC regarding privacy complaints: 90% • Proportion of privacy complaints investigated and resolved by the OIPC within 120 days: 95%

Goals	Objectives	Strategies	Performance Measures		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
3. To promote public awareness of access and privacy rights	• To increase public use of access and privacy rights.	• The OIPC will educate the public about access and privacy rights through public speaking engagements, lectures, workshops, and seminars. • The OIPC will disseminate information on access and privacy rights and issues through the OIPC web site. • The OIPC will respond promptly to requests for information from the public about access and privacy rights.	• Maintain and/or increase OIPC web site hits of previous years: Up to 15% • Maintain media contacts and coverage of previous years: Up to 15% • Number of public speaking engagements per year: 12 to 20 • Percentage of requests by the public for information on access and privacy rights responded to within 24 hours: 95%	• Maintain and/or increase OIPC web site hits of previous years: Up to 15% • Maintain and/or increase media presence of previous years; Up to 15% • Number of public speaking engagements per year: 12 to 20 • Percentage of requests by the public for information on access and privacy rights responded to within 24 hours: 95%	• Maintain and/or increase OIPC web site hits of previous years: Up to 15% • Maintain and/or increase media presence of previous years; Up to 15% • Number of public speaking engagements per year: 12 to 20 • Percentage of requests by the public for information on access and privacy rights responded to within 24 hours: 95%

Goals	Objectives	Strategies	Performance Measures		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
4. To support public bodies in meeting their access and privacy obligations under the FOIPP Act.	• Educate, advise, and support public bodies in effectively and efficiently meeting their obligations under the Act.	• The OIPC will provide timely advice to public bodies on the access and privacy implications of proposed legislation, policies, services, and programs. • The OIPC will provide tools to public bodies for use in assessing specific access and privacy related issues. • The OIPC will provide public bodies, on a cost-recovery basis, with training on general and specific access and privacy issues. • The OIPC will disseminate information about access and privacy issues to public bodies through the OIPC web site.	• Develop and deliver annual conference on topical access and privacy issues: Fall presentation • Maintain and enhance set of training products and tool kits responsive to the needs of public bodies: Ongoing • Develop and deliver individualized training sessions for public bodies as required: 12 to 20 • Percentage of requests for advice from public bodies responded to within 14 days: 95%	• Develop and deliver annual conference on topical access and privacy issues: Fall presentation • Maintain and enhance set of training products and tool kits responsive to the needs of public bodies: Ongoing • Develop and deliver individualized training sessions for public bodies as required: 12 to 20 • Percentage of requests for advice from public bodies responded to within 14 days: 95%	• Develop and deliver annual conference on topical access and privacy issues: Fall presentation • Maintain and enhance set of training products and tool kits responsive to the needs of public bodies: Ongoing • Develop and deliver individualized training sessions for public bodies as required: 12 to 20 • Percentage of requests for advice from public bodies responded to within 14 days: 95%

Goals	Objectives	Strategies	Performance Measures		
			2003-04 Targets	2004-05 Targets	2005-06 Targets
5. Open, accountable, efficient, and effective OIPC operations.	• The OIPC will operate in a cost-efficient and cost-effective manner. • The OIPC will operate in an open, accountable, and fair manner, consistent with the rules of natural justice. • The OIPC will ensure its staff are trained across core competencies • The OIPC will meet its obligations as a public body under the FOIPP Act.	• The OIPC will be accountable by publishing an annual report on its performance, including data on whether it has met its performance targets. • The OIPC will be accountable by publishing Orders, letters, presentations, policies, results of judicial reviews, and other documents on its web site for public awareness. • The OIPC will respond promptly to complaints about its performance in a fair, open, and effective manner.	• Annual report: Completed before Q2 of next year • Web site contents Reviewed and updated weekly • Staff adherence to productivity targets: 90% • Training time/costs as a percentage of base salary: 2% • Percentage of service complaints responded to within 7 days: 95%	• Annual report: Completed before Q2 of next year • Web site contents: Reviewed and updated weekly • Staff adherence to productivity targets: 90% • Training time/costs as a percentage of base salary: 2% • Percentage of service complaints responded to within 7 days: 95%	• Annual report: Completed before Q2 of next year • Web site contents: Reviewed and updated weekly • Staff adherence to productivity targets: 90% • Training time/costs as a percentage of base salary: 3% • Percentage of service complaints responded to within 7 days: 95%

8.0 FINANCIAL RESOURCES 2003-2006

This section sets out the 2003-2006 annual operating expenditures for the OIPC and touches on the recommendations made in that respect by the Select Standing Committee on Finance & Government Services ("Standing Committee") in its December 2002 report, *Financial Review of Statutory Officers of British Columbia.*

8.1 OIPC Budget 2003-2006

The Commissioner and the Ombudsman have continued to work toward the sharing of services and space. Their two offices began sharing computer support services during 2002-03. Effective April 1, the Ombudsman's office will provide finance and administration services and functions to the OIPC, which will also contribute some staff resources to certain finance and administration transaction functions. The existing computer support services agreement between the offices will expand beginning April 1, to encompass e-mail and web-hosting services to the OIPC. The offices have also agreed to share office space in order to economize on rent for common facilities such as meeting rooms, reception areas and storage space. It is anticipated that space sharing will begin towards the start of the second quarter of 2003-2004.

The OIPC will, in order to protect its ability to discharge its statutory duties effectively and as required by law, continue to search for ways to efficiently use its resources. In light of the modest portion of the OIPC's finances devoted to administration, the OIPC is concerned that further cuts in its budget will necessarily have a further negative impact on its ability to perform its statutory role.

At p. 3 of its December 2002 report, the Standing Committee made the following recommendation for the budget resources for the OIPC over the next three fiscal years:

> The Committee recommends:
>
> - That the operating budgets of the Office of the Information and Privacy Commissioner be $1,875,200 in 2003/04 and $1,523,600 in 2004/05, reflecting the budget reduction targets made to the office's baseline budget ($2.344 million) that were approved by the Legislative Assembly on February 14, 2002.
>
> - That the operating budget of the Office of the Information and Privacy Commissioner be maintained at $1,523,600 for the 2005/06 fiscal year, unless a compelling case can be made for additional funding for specific program activities.
>
> - That the Office of the Information and Privacy Commissioner be granted an annual capital budget of $15,000 in 2003/04 and $15,000 in 2004/05.

The OIPC's 2003-04 budget is set out on the following pages (including by expenditure breakdown).

OIPC Budget

	2003-2004	2004-2005	2005-2006
FTEs (incl. Commissioner & 1 law co-op student)	22	22	22
Salaries & Benefits	$1,410,000		
Operating Costs	$ 480,000		
Recoveries (Conference)	($ 15,000)		
Total Operating Expenses	$1,875,000	$1,523,000	$1,523,000
Total Capital Expenses	$ 15,000	$ 15,000	$ 15,000

OIPC Operating Expenditures 2003 – 2004

Salaries and Benefits

STOB	Description	OIPC Estimates 2003-2004	LRA Estimates 2003-2004	Annual Estimates 2003-2004
E50A	Base Salaries	$ 968,000	$ 52,000	$ 1,020,000
E51A	Supplementary Costs	$ 5,000	$ 0	$ 5,000
E52A	Employee Benefits	$ 265,000	$ 12,000	$ 277,000
E54A	Legislative Salaries	$ 172,000	$ 0	$ 172,000
Total Salaries & Benefits		$1,410,000	$ 64,000	$ 1,474,000

Operating Expenses

STOB	Description	OIPC Estimates 2002-2003	LRA Estimates 2003-2004	Annual Estimates 2003-2004
E57A	Staff travel	$ 30,000	$ 1,000	$ 31,000
E60A	Professional Services	$105,000	$ 4,000	$ 109,000
E63A	Informational Services	$ 60,000	$ 16,000	$ 76,000
E65A	Office and Business Expenses	$ 78,000	$ 2,000	$ 80,000
E68A	Statutory Advertising and Publications		$ 1,000	$ 1,000
E73A	Amortization Expense	$ 15,000	$ 6,000	$ 21,000
E75A	Building Occupancy Charges	$192,000	$ 3,000	$ 195,000
Total Operating Expenses		$ 480,000	$ 33,000	$ 513,000

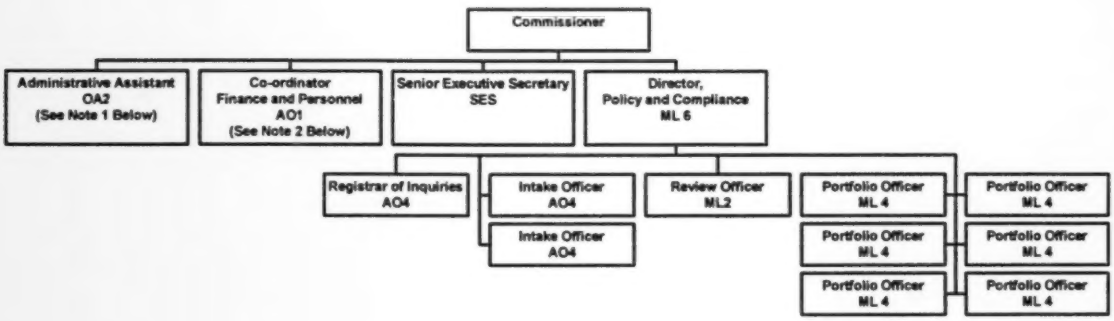
Recoveries

STOB	Description	OIPC Estimates 2002-2003	LRA Estimates 2003-2004	Annual Estimates 2003-2004
E89A	Recoveries External to the CRF	($ 15,000.00)		($ 15,000.00)
Total Recoveries		($ 15,000.00)		($ 15,000.00)

Capital Expenses

STOB	Description	OIPC Estimates 2002-2003	LRA Estimates 2003-2004	Annual Estimates 2003-2004
A08A	Information Systems (computer Hardware and Software)	$ 15,000		$ 15,000
Total Capital Expenses		$ 15,000		$ 15,000

8.2 OIPC Organization Chart


Commissioner
Administrative Assistant OA2 (See Note 1 Below)
Co-ordinator Finance and Personnel AO1 (See Note 2 Below)
Senior Executive Secretary SES
Director, Policy and Compliance ML 6
Registrar of Inquiries AO4
Intake Officer AO4
Intake Officer AO4
Review Officer ML2
Portfolio Officer ML 4
Portfolio Officer ML 4
Portfolio Officer ML 4
Portfolio Officer ML 4
Portfolio Officer ML 4
Portfolio Officer ML 4

Notes:

1. Only 0.5 FTE of this position is dedicated to OIPC functions, the other being devoted to functions under the *Lobbyists Registration Act*.

2. This position is part of the shared services arrangement with the Office of the Ombudsman and therefore performs services for both offices as required.

9.0 CAPITAL AND INFORMATION RESOURCE MANAGEMENT PLAN

9.1 Information Management Plan Directions

The OIPC will update and upgrade computer hardware and software to meet government requirements. To meet these goals, the OIPC requires an annual capital budget of $15,000.

The OIPC also periodically updates its case tracking system, which enables staff to obtain and use up-to-date information for each file for which they are responsible. The system also allows management to monitor case handling and staff workloads. It also generates statistics for the OIPC's annual report. This system is reviewed regularly for potential improvements.

9.2 Major Projects

As noted above, the OIPC has entered into a shared services agreement with the Office of the Ombudsman. The Office of the Ombudsman has already begun to provide computer support to the OIPC and, as noted above, further shared services between the offices begin April 1. The shared services agreement is one of the OIPC's central efforts to reduce its administrative and operational expenditures to ensure that the quality of its services to the public remains constant despite the significant budgetary setbacks of 2003-04.

The *Lobbyists Registration Act* was brought into force on October 28, 2002. As the designated registrar for the Act, the OIPC manages the day-to-day operation of the lobbyist registration program.

9.3 Commitment to Electronic Service Delivery

The OIPC is dedicated to electronic service delivery. The OIPC website has been upgraded to make it more user-friendly and effective. The OIPC website receives approximately 3,500 hits per month.

9.4 General Information Technology Plan

The general information technology plan for the OIPC is to update and upgrade the information and technology hardware and software to meet evolving office needs and government standards.

10.0 HUMAN RESOURCE MANAGEMENT PLAN

The OIPC continuously manages workloads by monitoring file assignments and referring files according to staff specialties.

Staff training is an ongoing commitment of the OIPC and staff will continue to receive training opportunities where feasible within budget constraints. Training in alternative dispute resolution techniques is of notable importance to the OIPC, since it is part of the legislated mandate of the Act that the OIPC use methods of alternative dispute resolution (primarily mediation) in the first instance to try to resolve access appeals and privacy complaints before they are put before the Commissioner in a formal inquiry.

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